



Gray Davis  
Governor

# California Workforce Investment Board Agenda Packet



**Thursday**  
**September 19, 2002**  
10:00 a.m. – 3:00 p.m.

*Hyatt San Jose*  
*San Jose Airport*  
*1740 North First Street*  
*San Jose, California*



# CALIFORNIA WORKFORCE INVESTMENT BOARD

## MEETING NOTICE

Hyatt San Jose at the Airport  
1740 North First Street  
San Jose, California 95112-4584

Thursday, September 19, 2002  
10:00 a.m. – 3:00 p.m.

Lawrence Gotlieb  
Chairman

Christine Essel  
Vice Chair

Stated time of meeting conclusion is approximated; meeting may end earlier  
subject to completion of agenda items and/or approved motion to adjourn.



Gray Davis  
Governor

Andrew Baron  
Executive Director

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In order for the Board to provide an opportunity for interested parties to speak at the public hearings, public comment may be limited. Written comments provided to the California Workforce Investment Board must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least five days prior to the meeting. TTY line: (916) 324-6523.

For further information, you can visit the California Workforce Investment Board website at <http://www.calwia.org>.

**Welcome and Opening Remarks**

- **Larry Gotlieb, Chair**

**Approval of May 30, 2002 Board Meeting Minutes**

**California Workforce Investment Board  
May 30, 2002**

**Meeting Summary  
Draft**

**Welcome and Opening Remarks**

On May 30, 2002, the California Workforce Investment Board (State Board) convened at the Sheraton Grand Hotel in Sacramento. See attachment for persons in attendance. Chair Larry Gotlieb called the meeting to order and asked participants to introduce themselves.

Mr. Gotlieb announced that the next meeting of the California Workforce Investment Board would be held on September 19. He also mentioned that the State Board would be holding another retreat on February 9 and 10, 2003, at the University of California Los Angeles campus in Westwood. He asked State Board members to keep their calendars open for that event.

Mr. Gotlieb expressed appreciation to Mr. Nick Bollman and Ms. Trish Kelly for their assistance at the State Board's strategic planning seminar and for their work on the resulting strategic plan.

He mentioned that the Governor's creation of a Labor and Workforce Development Agency provides an opportunity to coordinate all statewide employment-related services under a single agency.

Mr. Gotlieb reported attending a meeting of state workforce investment board chairs in Washington, D.C., as well as a meeting of large states' workforce investment board chairs and executive directors. He noted that the California Workforce Investment Board is increasingly looked upon as a model by other states.

Mr. Gotlieb commended State Board members and staff for the substantial amount of work done by committees and work groups since the State Board's last meeting. He also noted that the State Board is working closely with the Technology, Trade, and Commerce Agency to make One-Stops more customer-friendly to the private sector.

**Report from Executive Staff**

Deputy Director Paul Gussman emphasized a few key themes for this meeting: the value of the strategic planning process, the notion of the State Board being the "hub of the wheel", and the importance of positioning the State Board to take advantage of the opportunities offered by the creation of the new Labor and Workforce Development Agency.

**Approval of December 6, 2001 State Board Meeting Minutes**

***Mr. Ken Burt made a motion, seconded by Ms. Pat Paul, to approve the December 6, 2001, State Board meeting minutes as presented. The motion was carried unanimously.***

### **Presentation, Discussion and Adoption of State Board's Strategic Plan**

Mr. Kirk Lindsey and Mr. Art Pulaski presented highlights of the State Board's strategic plan. Mr. Lindsey emphasized that the strategic plan should be viewed as a reflection of what the State Board wants to do, with details of how to follow later. He said the State Board can play a useful role in helping local system-building and putting partnerships together.

Mr. Pulaski noted that the State Board's planning retreat in February helped members think about innovation, improvements, and shared aspirations for future success. He said the proposed strategic plan is based on that effort. Mr. Pulaski observed that the California Workforce Investment Board, with its business, labor, government and private-sector components, is in a unique position to unite many disparate training programs to achieve the state's goals.

Mr. Lindsey and Mr. Pulaski shared the State Board's vision and mission statement. They described a number of guiding principles for the State Board: focusing on the full scope of the entire workforce development and investment system, not just WIA; playing a unique role in informing and leveraging action by others; providing support to help partners serve the system's primary customers; local, regional, and statewide focus; a leadership role for California in developing a world-class system; and improving the overall quality of life for Californians.

Mr. Pulaski said California will achieve its aim of a high-quality system with high-quality inputs and programs by attaining five priority goals: (1) ensuring timely and accurate information; (2) being a partner and advocate in bringing partners together; (3) fostering and rewarding innovation; (4) raising the quality of performance of the overall system; and (5) achieving administrative excellence. He discussed the concrete steps the State Board will take to address each of the goals.

Mr. Pulaski expressed his appreciation to Mr. Gotlieb, Mr. Bollman, and staff who helped with the strategic planning retreat and development of the strategic plan.

Mr. David Villarino commended the State Board and staff for developing a strategic plan that has the goal of fostering innovation. He noted that agriculture is the nation's leading industry, but that because of the categorical nature of previous job training programs, the agricultural sector and farmworkers have been largely excluded. He said he was glad as well to see the State Board's commitment to regionalism and collaboration.

Ms. Milnes proposed incorporating a mechanism into the strategic plan that would track the State Board's progress in achieving its goals. Other State Board members agreed that an element of accountability should be built into the plan.

Ms. Victoria Morrow expressed her appreciation to the State Board leadership for engaging the members in a much more open and interactive process. She clarified the

point that the strategic plan would not make any changes in the State Board's authority or functions.

Ms. Patti Nunn stated that members of the California Workforce Association were planning to present their input on the strategic plan to the State Board during lunch. Mr. Jerry Butkiewicz suggested waiting until after that presentation to approve the strategic plan. Mr. Lindsey emphasized that the strategic plan is a "what" document rather than a "how" document; he noted that most of CWA's comments have to do with the "how" aspects. State Board members proceeded to discuss whether to postpone the vote until after the lunch presentation.

Ms. Kathleen Milnes suggested checking to see if a quorum would be present after lunch. Mr. Gotlieb surveyed State Board members and found that several planned to leave before the afternoon session.

Mr. Ken Burt suggested entertaining a motion to approve the strategic plan, vote, and then keep the voting process open with an open roll until after the lunch presentation.

***Mr. Jerry Butkiewicz made a motion, seconded by Mr. Robert Pike, to approve the strategic plan with an open roll.***

Mr. Gotlieb invited two representatives of the California Workforce Association (CWA) to address the State Board regarding their recommendations.

Ms. Lynn Bunim, San Francisco Workforce Investment Board, and Mr. Michael Metzler, Santa Ana Workforce Investment Board, commended the State Board for its emphasis on sharing the Strategic Plan with the local workforce investment boards. They agreed in general to the concepts in the plan and said they would share more specific ideas in detail during the lunch break. Finally, they spoke on behalf of the other local boards and said they look forward to working in partnership with the State Board in order to become more effective as a group.

State Board members encouraged local workforce investment boards to work closely with the State Board, local business leaders, labor organizations, educators, and others. They emphasized the need for outreach both from the State Board to local areas as well as from local areas back to the State Board.

***State Board members voted unanimously to approve the strategic plan as proposed.***

### **Workforce Investment Act Policy Recommendations**

Mr. Gotlieb invited members of the Local Area Work Group, made up of local elected officials, to discuss their policy recommendations. Mr. Lindsey introduced Mr. Mike Curran, NOVA, and Mr. Bill Simmons, Yuba County Board of Supervisors.

### **Subsequent Designation of Temporary Local Workforce Investment Areas**

Mr. Curran explained that the two-year temporary designation of 31 of California's 50 local workforce areas expires on July 1, 2002. The Workforce Investment Act stipulates

that continued designation should be contingent upon sound fiscal operations and meeting locally negotiated performance measures. While the Department of Labor has 17 required performance measures under WIA, the committee recommended that only 11 of them should be used to evaluate adequacy of performance. The committee further recommends requiring that the temporary areas meet at least 80 percent performance level in any 9 of the 11 areas.

#### Local Area Non-Performance Policy

Mr. Curran noted that the purpose of the non-performance policy is to establish criteria for determining which local areas are performing and which are not, and in the case of non-performance, to provide technical assistance. He said the committee recommends requiring at least 80 percent performance on each of the 17 performance standards; local areas achieving less than 80 percent would be subject to a corrective action plan and may apply for technical assistance from the State.

#### Local Workforce Investment Board Recertification

Mr. Simmons noted that adoption of the performance policy affects the ability of many local workforce investment boards to contribute to sustained economic growth in their regions. He said the proposed recertification policy is fair, simple, and consistent with the goals and objectives of WIA. Mr. Simmons asked the Board to adopt the proposed recertification policy.

***Mr. Lindsey made a motion, seconded by Ms. Nunn, to approve the three policies as proposed. The motion was carried unanimously.***

#### **Lunch Presentation: California Workforce Association (CWA) Input**

Ms. Virginia Hamilton reported that CWA had a successful two-day conference with 175 representatives of local workforce investment boards. She noted that Mr. Pulaski and Mr. Lindsey presented the State Board's strategic plan, and that the conference participants developed a series of recommended actions the State Board can take to accomplish its stated goals.

Mr. Metzler and Ms. Bunim reviewed and discussed the actions recommended for the State Board and local WIBs to achieve each goal.

Ms. Hamilton said CWA looks forward to greater collaboration with the State Board and local WIBs.

Mr. Scott Hauge emphasized the importance of getting the message to locals to work with the State Board and others on a regional basis.

Mr. Villarino urged local boards to promote participation by Central Valley agricultural employers.

#### **Reports to the State Board**

Ms. Megan Juring invited representatives of committees and work groups to brief the State Board members on their activities.



### Small Business Work Group

Mr. Hauge reported that the Small Business Work Group is holding a series of statewide forums to identify the needs of local small businesses and learn how to market better to these customers. He said the message of the forums has been that the California Workforce Investment Board wants to work with the local small business community, and the response has been very positive.

Mr. Hauge reported that the work group held forums in the Central Valley and Long Beach, with future regional forums scheduled for Redding and San Francisco in June. He noted that over 125 small businesses would be represented in San Francisco. Mr. Hauge said he made a personal commitment to follow up with conference participants by e-mail. He added that he is in the process of creating a master e-mail list of small businesses in California.

Mr. Hauge noted that the needs identified by small business communities in Fresno and Long Beach were similar and consistent. Employers emphasized the need for more education and skills training, especially soft skills. They also described a perception in the employer community that One-Stops are only for people who have trouble getting jobs; for this reason, efforts are needed to focus on better marketing and promotion of universal access to the One-Stop System.

Mr. Gotlieb commended Mr. Hauge for his efforts. He suggested working with state and local Chambers of Commerce. Mr. Hauge thanked Mr. Gotlieb for his suggestion and said he welcomed the opportunity to work with Chambers of Commerce. He acknowledged that the Chambers are important partners, but pointed out that they do not always include representatives of some ethnic and neighborhood groups. He stressed the need for regional involvement as well.

Ms. Kirsten Deichert requested that the staff provide more information regarding One-Stop utilization and marketing efforts.

Ms. Nunn recommended working with the California Workforce Association and the Technology, Trade and Commerce Agency. She suggested developing incentives like tax credits to encourage more employers to take advantage of One-Stop programs.

Mr. Lindsey stated that most users of One-Stops in Stanislaus County were jobseekers rather than employers, a problem that has persisted for many years. He said the culture, as well as the marketing focus, needs to change.

### State Youth Council

Ms. Ann Savage introduced State Youth Council (SYC) members attending the meeting. She reported that the SYC met twice this year and formed four work groups; the Youth Involvement Work Group, the Critical Youth Needs Work Group, the Comprehensive Youth System Work Group, and the WIA Issues Work Group.

Ms. Savage presented recommendations adopted at the last SYC meeting and asked the

Board to join the SYC in adopting the Youth Council Institute (YCi) “All Youth, One System” Framework to help provide guidance to Youth Councils/Local Areas as they seek to develop local comprehensive youth serving systems.

State Board members asked about the number of youth on the SYC. Ms. Savage explained that there are three members who are actual youth, plus two young adults. State Board members encouraged the SYC to add more members who are at-risk youth.

Ms. Mary Hernandez commented that youth entering the job market need to be educated about their rights in terms of safety, health, wages, hours, and working conditions. She pointed to the Youth Worker Health and Safety Program as an example of a program dedicated to training young people to work safely throughout their lives.

Mr. Gussman noted that California is a leader in terms of establishing a statewide youth council, which is not mandated by WIA. In addition, he said, California’s emphasis on the concept of “All Youth, One System” makes it a model for other states. The next SYC meeting is scheduled for August 14 in Oakland.

#### Universal Access Work Group

Dr. Catherine Campisi reviewed the composition of the Universal Access Work Group. She explained that the purpose of the group is to build capacity and to provide training and technical assistance to make the One-Stop System accessible to individuals with disabilities. She noted that there are two general goals, increasing employment among people with disabilities and fulfilling the legal mandate.

Dr. Campisi reported that the work group developed a comprehensive program access self-assessment process that can be used by One-Stops to improve their services. She said training will also be provided to One-Stops to familiarize their staff with disability law, etiquette, use of the self-assessment tool, and identification of what progress remains to be made. Dr. Campisi added that grant funds are also available to help One-Stops acquire assistive services and technology to accommodate disabled customers.

Dr. Campisi said the work group has been working on identifying other funding sources and leveraging those funds to improve the One-Stops. In particular, she noted, funds will be used to train workplace accommodation specialists to advise and assist One-Stops in finding and serving people who have disabilities.

Dr. Campisi reported that another important activity of the work group is the development of a benefits-planning Web site to provide information on the effects of employment on Social Security and MediCal benefits. She noted that disseminating the information may encourage many people with disabilities to venture into employment and become productive members of society.

Dr. Campisi said the work group is also working with the Department of Social Services to develop protocols to assist One-Stops in identifying people with hidden disabilities so that they too can better be served. In addition, the group is developing statewide standards for accessibility and disseminating best practices.

Mr. Frank Quintero commented that with the upcoming revisions to the welfare-to-work law, there are likely to be more CalWORKS and TANF recipients coming to One-Stops for assistance.

#### One-Stop Certification Work Group

Mr. Robert Mejia said the One-Stop Certification Work Group has been concentrating on definitions and parameters for certification and has developed a document identifying the proposed elements of certification. He said the idea is to create a voluntary certification process based on elements common to all local areas. Mr. Mejia said the group will be providing a full report to the State Board later in the year.

Mr. Bruce Stenslie explained that the workgroup's intention is to create a framework or vision identifying some of the common elements and items that should go into a certification system. The certification status could then be marketed to One-Stops as a way of promoting their services. He emphasized that certification is contingent upon effective communication of a quality standard to customers and the community. Mr. Stenslie noted that the appropriate role for the State Board is to define the framework, and then to let local boards establish actual certification programs.

#### Performance Based Accountability (PBA) Committee

Ms. Juring reported that the committee held two meetings, one in Fresno in December and one in Sacramento on April 25 since the last State Board meeting. The main thrust of the December meeting was on the first draft of the regional summary reports of the PBA system. At the April meeting, the Committee approved a revised format for the fourth annual report, considered a proposed standards methodology, and heard presentations about self-sufficiency standards.

#### Farmworkers Work Group

Mr. Villarino named the members of the Farmworker Work Group and thanked them for their participation. He noted that the historical model for agricultural training is based on helping workers transition out of agriculture, not on building skills and strengthening the sector. In addition, there is no database for information on employment, wages, and retention rates for the agricultural labor sector.

Mr. Villarino said a key action of great importance to the farmworker community was the State Board's issuance of an Information Bulletin explaining that seasonal agricultural workers are eligible for dislocated worker funding.

Mr. Villarino noted that the Farmworkers Work Group has co-sponsored forums with the Department of Labor in Visalia and Indio to discuss how better to collaborate with the industry. He said the group is also discussing changes in performance outcomes to better serve the farmworker community.

Mr. Lindsey emphasized the importance of outreach to neighborhood groups that represent farmworkers as a means of increasing awareness of One-Stop programs. He noted that many farmers in California are fearful of United Farm Workers (UFW)

involvement, so an effort should be made to focus more on the benefits for workers and employers.

Mr. Villarino cited a UFW-employer program in Kern County that resulted in unprecedented profits, higher wages and benefits for employees, and reduced labor costs for the business.

#### Veterans Work Group

Mr. Pike recommended viewing veterans as a source of highly skilled and well trained employees to meet California's labor needs. He noted that people are being discharged from the armed forces in increasing numbers, and that California should work to attract veterans. He suggested offering college credit for military training as a way of facilitating the transition to new jobs.

Mr. Gotlieb thanked all work group representatives for their reports. The board members were in agreement with the direction of the workgroups and indicated that they looked forward to a more extensive discussion on some of the activities at the next meeting.

#### **Other Business**

Mr. Steve Smith discussed plans for the new Labor and Workforce Development Agency. He said the Agency will consist of the Department of Industrial Relations, Employment Development Department, the California Workforce Investment Board, and the Agricultural Labor Relations Board in a new collaborative relationship. He added that the consolidation would improve service delivery, training programs, enforcement efforts, and research capabilities.

Mr. Smith said the proposal to create the agency was introduced on May 2, and it will probably go into effect July 1.

#### **Adjournment**

Mr. Gussman thanked all participants for their attendance. There being no further business, the meeting was adjourned.

**California Workforce Investment Board  
May 30, 2002 State Board Meeting  
Board Members in Attendance**

Larry Gotlieb, Chair  
Patrick Ainsworth (designee for Delaine Eastin)  
Bob Balgenorth  
Norris Bishton  
Ken Burt  
Jerry Butkiewicz  
Kirsten Deichert (designee for Dion Aroner)  
Scott Hauge  
Mary Haywood  
Mary Hernandez (designee for Steve Smith)  
Sukhee Kang  
Kirk Lindsey  
Bill Lloyd (designee for Gov. Gray Davis)  
Richard Mendlen  
Kathleen Milnes  
Victoria Morrow (designee for Thomas Nussbaum)  
Patti Nunn (designee for Miguel Pulido)  
Bessie Papailias (designee for Maria Contreras-Sweet)  
Pat Paul  
Robert Pike  
Art Pulaski  
Frank Quintero, Sr.  
Ann Savage  
Steve Smith  
Isiah Turner  
David Villarino (designee for Arturo Rodriguez)  
Jan Vogel (designee for Jerome Horton)  
Don Whitaker

**Staff Members**

Paul Gussman, Deputy Director  
John Merris-Coots  
Megan Juring  
Windie Scott, Legal Counsel

**WorkSource California Presentation**

## **Presentation on Los Angeles City and County: WorkSource California**

The State Board has always shown an interest in local area efforts, and at this meeting the Board will hear about one of California's many regional collaboratives. The WorkSource Regional Collaborative (WRC) or "WorkSource California" is an example of a regional effort whose coordinating activity has focused on marketing to business as the primary customer, while enhancing services to job seekers.

**WorkSource California** is an integrated, regional network of over 50 WorkSource Centers covering eight workforce investment boards, 88 cities, and all unincorporated areas within the Los Angeles County region. The WRC includes one comprehensive WorkSource center in each of the following areas:

Canoga Park	Hawai'n Gdns	Marina Del Rey	Redondo Beach	Torrance
Carson	Hawthorne	Monterey Park	Rosemead	Van Nuys
Central L.A.	Huntington Pk	No. Ea. L.A.	San Pedro	Victorville
Cerritos	Inglewood	No. Hollywood	Santa Clarita	W. Hollywood
Chatsworth	Irwindale	Norwalk	Santa Monica	West L.A.
Compton	L.A. Metro	Pacoima	South L.A.	Whittier
El Monte	Lancaster	Pico Rivera	Southwest L.A.	
Gardena	Long Beach	Pomona	Sun Valley	

WorkSource California is one example of how marketing strategies can be generated out of One-Stop values to promote use of the One-Stop system. WorkSource California is based on the One-Stop certification standards adopted by Los Angeles City and County. After earning the WorkSource California label, local One-Stop centers voluntarily participate in a larger system of recognition. Their overall philosophy is found in the WorkSource material:

### ***Building Business and Careers***

Our speakers today will share their experiences in providing not only a regional marketing strategy, but also a variety of One-Stop services from customized business solutions to downsizing support and training workers for new business needs. The primary presenter is Dr. Dennis W. Neder, member of the Los Angeles County Workforce Investment Board and Chairman of both the Marketing Committee and the Regional Marketing Consortium. Dr. Neder has served on numerous foundations, commissions, and committees and has been a business owner since 1977. He is joined by Mr. Geraldo Rodriguez, Program Manager of the Business Services and Marketing Division for the Los Angeles County workforce administration. Mr. Rodriguez has led the County's regional Marketing efforts.

WorkSource California brochures will be available at the meeting.

**Consideration and Approval of Certification Process for One-Stops**

**Background Information:**

At the Board Meeting on May 30, 2002, the One-Stop Certification Work Group presented a framework that was endorsed by the State Board for State Certification of One Stops. Two documents were provided as background material for the discussion. These documents, Attachments 1 and 2, provide the framework the work groups used for establishing the policies listed below.

Attachment 1 – One-Stop Certification Policy Framework

Attachment 2 – Proposed One-Stop Certification Elements

**Action Items:**

Submitted for Board approval are three policies pertaining to the One-Stop Career Center System Certification Process.

Attachment 3 – State One-Stop Career Center System Certification Process:  
Standards

Attachment 4 – State One-Stop Career Center System Certification Process:  
Validation

Attachment 5 – State One-Stop Career Center System Certification Process:  
Incentives



## **ONE-STOP CERTIFICATION POLICY FRAMEWORK**

The following policy framework was endorsed by the State Board at the May 30, 2002, meeting.

- ***Two-Tiered***

Local Areas, many of whom have already instituted certification processes, will be responsible for certifying local One-Stop centers. Local Areas will develop and use their own certification processes, as long as the State-approved One-Stop standards are incorporated. When a Local Area's certification process is completed, it will submit a simple application to the State Board for State certification of the Local Area's One-Stop system. The application procedure will include a list of all One-Stop centers that the Local Area has certified, a description of the Local Area's certification process, and signed Local Area assurances that the local system and its listed One-Stop centers have achieved the State-approved standards. It should be noted that the certification process should, to the extent possible, support efforts already underway or completed at the local level.

- ***Voluntary***

State One-Stop certification will be a voluntary process. Among the reasons for this are recognition and support of the diversity within the statewide One-Stop system (One-Stops designed to conform to community standards/needs, as well as those of the State), the fact that many Local Areas have already instituted certification processes of their own, and the probability that it would require State legislation to mandate unique State standards beyond what is in federal law. In order for a voluntary process to be effective, however, it must include strong and meaningful incentives for participation, and methods for validating information and providing technical assistance.

- ***Based On State-Approved Standards***

The State Board will approve a set of basic standards for One-Stop systems and centers. These standards may include requirements, or compliance standards, from federal law (such as accessibility provisions), and preferred objectives, or quality standards, unique to California (such as evidence of a strong partnership with local business). Local Areas must apply State-approved standards in their certification processes, and may add local standards of their own.

- ***Based On Incentives***

The State Board will approve the use of specific incentives (from a list of proposed incentives that is under development) to be used in the certification process. The incentives that are used must be strong enough and meaningful enough that Local Areas will want to participate. Incentives may range from financial awards, to rewards for excellence, to technical assistance and marketing. An example is the development and use of a State One-Stop "brand" or "logo" that can identify and market certified One-Stops throughout California.

- ***Is Ongoing***

Local Areas may submit amendments to their certification applications at any time in order to report improvements; to add, replace, or remove One-Stop Operators and/or One-Stop centers from lists; or to otherwise reflect changes in the system.

- ***Offers Technical Assistance and Training***

The certification process will include the State's development and delivery of specific technical assistance (such as a certification technical assistance guide) and training specific to developing and improving local One-Stop systems and centers. This may be delivered through a training-for-trainers mode.

- ***Uses Existing Validation Processes***

The State does not have the resources to validate the lists of locally certified One-Stop centers that Local Areas submit (there are currently over 300 One-Stop centers throughout California).

Consequently, the work group is exploring the use of existing validation processes which could be combined with a sample, State/local team validation of selected One-Stops after applications for certification have been submitted and approved.

## PROPOSED ONE-STOP CERTIFICATION ELEMENTS

The following elements were endorsed by the State Board at the May 30, 2002, meeting.

1. **Leadership:** Overall, system administration will have taken the steps to meet the basic requirements of the Workforce Investment Act (WIA), but goes further in allowing staff and partners to identify local needs and gather resources to address those needs.
2. **Market Focus:** The system will focus on market driven efforts targeting both job seekers and business including, but not limited to using labor market information to meet customer needs, and engaging economic development efforts.
3. **Customer Driven Services:** The system will reflect knowledge and understanding on the part of all front-line staff of WIA core, intensive, and training services; related local, partner program services; and support services. Customer service efforts, such as satisfaction surveys, will incorporate the needs of both job seekers and business. All customer groups (adults, dislocated workers, youth, and employers) will be taken into account in terms of system design and capacity building efforts.
4. **Ability to Meet the Needs of Individuals with Multiple Barriers to Employment:**  
The system will reflect, in concrete terms, the principle of “Universal Access,” meaning access for all customers (including those with barriers) to needed information and services. “Universal Access” will be for both job seekers and employers, and include such elements as outreach, physical and program access assessment, training in non-discrimination and equal opportunity, accommodations for language differences, and so forth.
5. **Partnership and Coordination:** The system will include evidence of the Integration of programs and services among the partners, such as: local Memoranda of Understanding and site contracts; cost allocation and cost-sharing agreements; cross-training plans; joint marketing; shared job development; and shared case management.
6. **Process Management:** The system will contain Administrative and operational strategies to engage staff in quality criteria to effect continuous improvement in such areas as communication and long range planning.
7. **Organizational Leadership:** The system will use the elements above, as well as other/new systems improvements to inform management and staff throughout the partnership, including but not limited to: communication between Local Boards and Youth Councils; coordination between Local Boards and Chief Executive Officers; communication between Local Boards and their committees; and evidence of leveraging both capital and human resources.

## **STATE ONE-STOP CAREER CENTER SYSTEM CERTIFICATION PROCESS: STANDARDS**

### **Action Request**

The California Workforce Investment Board (State Board) adopt the following policy establishing two categories of State standards for the One-Stop Career Center System Certification Process:

The State One-Stop Career Center System Certification Process shall employ two categories of standards. The first category shall be comprised of basic criteria, drawn from federal law and regulation, for achieving State certification and shall, upon achievement, qualify the local One-Stop system for primary State certification awards. The second category shall be comprised of quality goals for the One-Stop system and shall, upon achievement, qualify a State-certified system for competitive State certification awards designed to support continuous improvement.

### **Background**

At its May 30, 2002 public meeting, the State Board endorsed a policy framework (see attachment 1) for a voluntary, or collaborative State One-Stop Career Center System Certification Process. The third component of the policy framework is an approved set of State standards that may include both requirements from federal law and “preferred objectives, or quality standards.”

A staff working group comprised of State and local partners met in August, 2002 to discuss the issue of establishing, or identifying State standards for One-Stop Certification. The group used the “certification elements” tool developed by the One-Stop Certification Workgroup as one of its primary resources. This tool suggests seven broad principles or elements under which the local One-Stop systems in California should operate. They are:

- Leadership
- Market Focus
- Customer Driven Services
- Universal Access (including the ability to meet the needs of people with multiple barriers to employment)
- Partnership and Coordination
- Process Management
- Organizational Excellence

The working group on standards determined that specific standards can be grouped by two categories (minimum requirements and quality standards) under these seven broad principles. The working group further determined that the two categories of standards

could be labeled as “primary certification standards” and “competitive certification standards.”

### **Proposed Use of Standards**

The One-Stop Career Center System Certification Process will use a two-tiered approach to certification, with Local Boards certifying their individual One-Stop centers and the State certifying the local One-Stop systems that are comprised of those centers. By applying basic legal requirements through these seven One-Stop principles to local One-Stop systems, and by allowing local certification processes to add to the principles and requirements for their One-Stop centers, the State Board can better ensure that local One-Stop delivery systems are compliant with Federal, State, and local requirements.

More importantly to the State Board, One-Stop Certification should provide an opportunity to set expectations beyond current Federal, State, and local mandates as intended by the Workforce Investment Act (WIA). To this end, the quality standards should challenge and highlight the various parts of the local systems that are designed to serve and support California’s economic and cultural diversity region by region, industry by industry, and community by community. The quality standards in particular should also relate, along with the seven principles under which they will be listed, to the five strategic goals that the State Board has adopted in its own work plan.

An example, using the “Universal Access” principle, of how the two categories of standards will operate under each of the seven principles follows. The State Board strategic goals to which this principle and its standards most closely relate are goal #2 – “To be an effective partner and advocate, and bring system partners together,” goal #3 – “To create, nurture, and reward a culture of innovation,” and goal #4 – “To ensure administrative excellence, including compliance with WIA requirements...” The Standards provided below are examples only.

### **Principle: Universal Access**

#### Primary Certification Standards

- The system provides universal access to all required information services and self-services.
- The system complies with WIA non-discrimination and equal opportunity requirements.
- The system performs outreach to business, youth, and targeted customer segments.

#### Competitive Certification Standards

- The system effectively provides, and communicates, a welcoming environment for all potential customers. (*Indicators of this standard might be state-of-the-art physical and program accessibility, effective means of overcoming language barriers,*

*additional partners and programs and services, and an innovative marketing campaign that encourages use of the system by all segments of the population.)*

- The system provides necessary services on location to specific populations.  
*(Indicators of this standard might be the use of mobile One-Stops [such as vans], specialized centers to serve specific populations and needs throughout local communities, providing kiosks [electronic system access] through a variety of venues such as local libraries and schools, and staff dedicated to proactively serving business and industry on location.)*

### **Recommendation**

The State Board approve the proposed categories of standards to be developed for the State One-Stop Career Center System Certification Process.

## **STATE ONE-STOP CAREER CENTER SYSTEM CERTIFICATION PROCESS: VALIDATION**

### **Action Request**

The California Workforce Investment Board (State Board) adopt the following policy establishing a method for initially validating information received through the One-Stop Career Center System Certification Process:

The State One-Stop Career Center System Certification Process shall initially employ a simple sampling method for validating information received from local One-Stop systems through the certification process.

### **Background**

At its May 30, 2002 public meeting, the State Board endorsed a policy framework (see attachment 1) for a voluntary, or collaborative State One-Stop Career Center System Certification Process. The last component of the policy framework is a method for validating information supplied through this process by applicant One-Stop systems.

A staff working group comprised of State and local partners met in August, 2002 to discuss the methods that the State might use in validating information received from Local Workforce Investment Boards (Local Boards) through the initial One-Stop certification effort. This working group used input and tools from the One-Stop Certification Workgroup and the working groups on standards and incentives in designing an approach to initial validation of One-Stop certification information.

The working group determined that a self-study/technical assistance guide for One-Stop certification could be developed and used as part of the application process that Local Boards will follow in requesting State certification of their One-Stop systems. The self-study guide can incorporate both the primary certification and competitive certification standards that will be applied in the process. It can also be designed to be used as a guide for validating or verifying that local One-Stop systems meet the primary certification standards that will be reported through the application process.

The working group further believes that the proposed One-Stop Career Center System Certification Process lends itself well to future growth and expansion, particularly in the area of validation. While the initial effort will be to verify information regarding the achievement of primary certification standards, that effort can grow into the eventual evaluation of the competitive, or quality standards that One-Stop systems may achieve.

### **Proposed Validation Method**

Staff will develop a sampling methodology for use in validating basic information received from Local Boards through the certification process. State/local staff resources will then be identified to visit the sample of Local Workforce Investment Boards that apply for certification. Using the self-study/technical assistance guides completed by the sample Areas, staff will work with local system representatives to discuss and view evidence of the reported information.

Staff will be able to work with Local Boards, and provide technical assistance to them through existing means, if any problems or discrepancies are encountered during the validation process. Reports on validation results and aggregate reports generated from validated information can then be provided to the State Board and partners.

### **Recommendation**

The State Board approve the proposed method of validation for the initial implementation of the One-Stop Career Center System Certification Process.



## **STATE ONE-STOP CAREER CENTER SYSTEM CERTIFICATION PROCESS: INCENTIVES**

### **Action Request**

The California Workforce Investment Board (State Board) adopt the following policy establishing two categories of State incentives for the One-Stop Career Center System Certification Process:

The State One-Stop Career Center System Certification Process shall provide awards to local One-Stop systems for their participation in the process. Awards will be provided in the form of certification benefits and shall be divided into two categories: primary certification awards that all State-certified local One-Stop systems will receive after successful completion of the certification process, and competitive, quality improvement awards for State-certified systems that excel in the quality categories of “Partners Celebrating Partners,” “Innovation,” and “Business Partners.”

### **Background**

At its May 30, 2002 public meeting, the State Board endorsed a policy framework (see attachment 1) for a voluntary, or collaborative State One-Stop Career Center System Certification Process. The fourth component of the policy framework is an approved set of State incentives to support the certification process. A staff working group, comprised of State and local partners, met in August, 2002 to discuss the incentives, or awards, that had been suggested by the One-Stop Certification Workgroup and to develop an approach to using awards in support of the certification process.

The group suggests that, in order for a voluntary State One-Stop Career Center System Certification Process to be most effective, the State must support it with awards that will make it worthwhile for Local Workforce Investment Boards (Local Boards) to participate. These awards, achieved through successful participation, must be feasible as well as meaningful and attractive. They also must represent added value – they cannot be benefits, such as technical assistance, that the State already provides to Local Boards as a matter of law or prior commitment. The awards should be designed to support the tiered approach to standards that the certification process will likely employ.

One-Stop certification standards will be separated into two types: those that derive from federal law and regulation and meet the minimum requirements for a local One-Stop system to be certified by the State; and those that represent the quality and investment ideals or goals that the Governor, the State Board, Local Boards, and other policymakers have for California’s One-Stop system.

## **Awards System**

The group concluded that awards should be categorized to support the two tiers of standards. It also considered that the awards system should be designed so that it can grow and expand in the future with different and new awards and categories. The group proposes two categories of awards for initial implementation of the One-Stop Career Center System Certification Process. The two categories are:

### Primary Certification Awards

All Local Boards that successfully achieve State One-Stop Career Center System Certification will receive baseline benefits for doing so. These benefits will include:

- *The State One-Stop Brand,*
- *A State Marketing Plan/Campaign, and*
- *State Support for Marketing.*

### Competitive Certification Awards

This type of award is limited to certified One-Stop Career Center Systems. The awards will be competitive, categorical, and annual. The intent is to recognize those certified One-Stop Career Center Systems that demonstrate continuous quality improvement in partnerships, innovation, and strategic business partnerships and services. These benefits include:

- An annual statewide recognition event to be coordinated by the State Board, with the suggested title of “The Governor’s Annual One-Stop Career Center System Awards.” Initial types of awards for this event are:

*“Partners Celebrating Partners,”*

*“Innovation,”*

*“Business Partners.”*

- Awards supported by individual or collective State partners, both public and private, such as conference sponsorships or extra points in competitive grant processes.

## **Recommendation**

The State Board approve the One-Stop Career Center System Certification Process incentives policy.

**Bay Area Works Presentation**

The Bay Area Works is developing an initiative to support and enhance the current efforts of the region's Local Workforce Investment Boards. The Department of Labor has asked Bay Area Works to share information about this initiative with the State Board. A copy of the Initiative Description is provided.

**BAY AREA WORKS**  
**Initiative Description**  
*Prepared for the California Workforce Investment Board Meeting*  
*September 19, 2002, San Jose, California*

**Bay Area Works** is an employer-driven, nine-county regional collaborative partnership designed to expand the pool of Bay Area based skilled workers by recruiting and training unemployed and underemployed residents of the region and connecting them to employers. It consists of key stakeholder partner organizations: Bay Area Council, United Way of the Bay Area, Northern California Council for the Community, National Economic Development and Law Center, Bay Area Information Technology Consortium (Bay ITC) which represents the 26 community colleges in the region, Bay Area School-to-Career Action Network (BaySCAN), San Francisco Works, California State University Hayward, participating local Workforce Investment Boards (WIBs), employers and other intermediary organizations. This approach to growing the resident workforce is a companion strategy to other regional collaborative initiatives on smart growth and sustainable development.

The following provides an overview of the **Bay Area Works** Action Plan:

- Opportunity for collaboration.
- Results to be achieved.
- Proposed major activities.
- Partners and their roles.
- Resources needed.

**Opportunity for Collaboration**

Although the labor market and availability of skilled workers have improved during the recent economic slowdown, there is still a demand today for more skilled workers in key occupations which only will increase as the economy recovers. Moreover, there is a widening gap between the technical, professional and education skills required for current jobs compensated at Bay Area cost of living standards and the corresponding skills and education levels of the region's current workforce. Now is the time to invest in workforce development by recruiting and training residents who already live in the region—thereby growing the regional workforce.

**Bay Area Works** is organized with both the needs and requisite skills of the workforce being defined by employers. The basic strategy of the initiative is to support and enhance the current efforts of the region's local Workforce Investment Boards, training institutions and their support services partners by strengthening their connections to employers. It will aggregate the spectrum of community and government resources to facilitate an efficient interface with employers—a "one stop" for employers. This will achieve a greater focus of the system's scarce resources and the opportunity to target growth industry clusters and employer groups. The work envisioned to implement this strategy includes:

- Organizing employer engagement through the new **Bay Area Education and Workforce Preparation Council** being co-sponsored by several other local business-sponsored public policy and economic development organizations in the region.

- Targeting key high-need industry clusters and employment sectors in **health care, construction and information technology applications** (the latter a requirement of a large majority of current jobs) for immediate efforts to prepare qualified applicants.
- Establishing new ways to work with **small-to-medium-size employers** (which employ a remarkably high percentage of the region's workforce) by providing personnel services support that will facilitate placement, promotion and mobility of newly trained employees.

## Results and Deliverables

The partners in **Bay Area Works** are working to achieve two goals: (a) Provide employers with easier access to qualified, competent employees by having stronger connections to the region's workforce development and preparation system; and (b) Connect people in low income Bay Area communities with improved opportunities to move toward self-sufficiency by acquiring jobs in Bay Area growth industries.

**Bay Area Works** is designed to make progress on the following outcomes:

- Increased number of well prepared, qualified employees in the healthcare and construction industries.
- Increased number of potential employees with satisfactory computer application skills.
- Increased number of small-to-medium-size businesses utilizing WIBs and One Stop services.
- Increased number of qualified applicants to small and medium-sized businesses through the provision of strengthened personnel support.
- Increased and improved business connections between employers and workforce preparation and development organizations.

**Bay Area Works** will deliver the following:

- ⇒ Regional panels of employers, training institutions and support service organizations responsible for maximizing qualified applicants in the areas of health care, construction and information technology applications.
- ⇒ New operating models for delivering personnel services and support to small-to-medium-size employers.
- ⇒ An assessment tool for establishing common standards for computer application skills.
- ⇒ Strengthened, increased sustainable business connections between Workforce Investment Boards, One Stops and neighborhood organizations and economic development initiatives.
- ⇒ Increased, strengthened sustainable linkages between employers, Bay Area Workforce Investment Boards, One Stops and the education system.
- ⇒ Improved tracking and information systems and common success indicators.

## Major Activities

**Bay Area Works** is organized around the following activities:

1. **Convene Employer Panels in key high-need employment sectors** (Health Care, Construction and Information Technology application skills applicable to all industry clusters) to: (a) delineate workforce needs; (b) define requisite skills and career paths; (c) validate training standards and programs; and (d) oversee and evaluate and promote recruitment and training programs throughout the region; and (e) develop partnerships to meet the labor needs, such as in nursing and allied health fields.
2. **Establish a Small Business Team to provide improved human resources services to small-to-medium-size employers**, which will be facilitated and delivered through collaboration among local Workforce Investment Boards. This will include assistance with screening, job descriptions, orientation, personnel policy development based upon the needs of small business.
3. **Strengthen outreach to the region's poorest neighborhoods** through local Workforce Investment Boards and neighborhood organizations to: (a) screen and recruit prospective workers; (b) direct them to appropriate education and training programs; (c) connect them to essential support services; and (d) refer them to employment opportunities. This effort will complement the Community Capital Investment Initiative and the Bay Area Family of Funds designed to tackle poverty with market forces by attracting private investment into the poorest neighborhoods in the region.

## Partners

The partner organizations each focus on critical elements of a successful, streamlined workforce development system and are committed to developing and implementing the arrangements and working relationships necessary to achieve it. Moreover, they represent the variety of sectors and disciplines – business, education, philanthropy and service – of the region's economy critical to making it work.

United Way of the Bay Area helped to initiate **Bay Area Works** in cooperation with a number of foundations in order to address the challenges of welfare reform. The organization provides the vital linkages to the non-profit service community for the involvement of business leadership and serves as the current administrative home for the work.

Bay Area Council represents the region's major business leadership and has been a leader in support for education reform (K-12) and workforce preparation. The Bay Area Council will facilitate employer engagement through the Bay Area Education and Workforce Preparation Council and will recruit and convene the Employer Panels in Health Care, Construction and Information Technology (computer applications across many industry clusters and employment sectors).

Workforce Investment Boards in the Bay Area have established more effective, streamlined delivery mechanisms – One Stops – to recruit, prepare and refer potential employees. The 12 local WIBs have conducted outreach to employers, developed customer service approaches and

established marketing strategies to facilitate recognition, ease of use and business service relationships with private sector leaders. They will participate with the industry panels and the small business team to develop new, effective models for strengthened service delivery to employers.

National Economic Development and Law Center has a national track record in the development of low-income community development strategies and has provided staff support and leadership to Bay Area Works almost from its inception. It will provide staffing and research support on industry clusters, best practices and technical assistance to local One Stops on small business personnel issues.

Bay Area Information Technology Consortium (Bay ITC) is a collaborative of 26 Community Colleges, enrolling thousands of potential Bay Area employees, focusing on improving computer application (word processing, email, internet access, etc.) skills for the general workforce. Bay ITC will develop a computer application assessment tool for use throughout the region and provide access to training resources.

Northern California Council for the Community (NCCC), a Bay Area resource on systems redesign and results-based accountability, has provided coordination and facilitation support to several multi-county workforce development projects funded by the State of California and the Department of Labor, including East Bay Works and the Bay Area Skills Consortium. NCCC will mobilize outreach to target neighborhoods, develop accountability systems for the initiative, and assist with implementing the recommendations from the industry panels and the small business team.

TEAMS (Transformation through Education and Mutual Support) is a private non-profit working in a number of low income neighborhoods with an economic development and neighborhood leadership development strategy. TEAMS will reach out to key neighborhoods to be a resource in linking the work of local Workforce Investment Boards to residents in these neighborhoods.

## **Resources Needed**

The partners have developed a **Bay Area Works** budget in the range of \$750-850,000 a year for three years that would underwrite the following:

- Staff Support for Each Function (4 FTEs) (Employer Engagement, Industry Panels, Small Business Personnel Support, Neighborhood Outreach)
- Support Staff (2 FTEs)
- Project Coordination and Administration (.5 FTE)
- Resources for Development of Technical Tools and Services: Assessment Instrument, Outcome and Tracking Systems, Workforce Investment Board capacity development and outreach.

### **For further Information**

For further information about **Bay Area Works**, please contact:

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**Working Lunch – Local Area Presentation**

**Progress Report on Implementation of Board's Strategic Plan**

## **Progress Report on Implementation of Board's Strategic Plan**

The State Board adopted a strategic plan at the May 30, 2002, meeting. The strategic plan will guide the State Board's work during the coming year. The following outlines activities that have occurred since the last meeting.

- The Board Members identified below have volunteered to play a key leadership role in implementing each of the five goals. The strategic plan goals and the Champions are:

Goal 1	Ensure that all partners have the most timely, relevant information about changing workforce needs and investment opportunities	Kathleen Milnes
Goal 2	Be an effective partner and advocate, and bring system partners together	Kirk Lindsey
Goal 3	Create, nurture and reward a culture of innovation	Tom Zenty
Goal 4	Raise the quality of the "Field of Practice" and performance of the overall workforce development system	Victor Franco
Goal 5	Ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals	Art Pulaski

The Champion's role is to solicit input from other Board Members and work with staff to successfully implement prioritized tasks and provide updates at Board meetings.

- The Champions met informally to discuss strategy for implementing the strategic plan. It was agreed that the individual Champions would confer with assigned State Board staff to identify top priorities within each goal and proceed to develop a workplan for implementation. The Champions agreed that other Board members should be invited to participate as team members on goals that they may have an interest.

**Other Business that May Come Before the Board**